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ADMINISTRATIVE NOTES FOR ORD CONFEREES

1. Location

25X1

The Conference will be held at the [REDACTED]
[REDACTED] on 7 through 9 February.

25X1

2. Dining Arrangements

All meals will be served at [REDACTED] as follows:

25X1

Breakfast	0700-0815
Lunch	1200-1300 (Friday only)
Dinner	1800-1845

3. Travel

25X1

Conferees will be reimbursed at the local mileage rate of \$0.12 per mile from home to [REDACTED] and return. Reimbursement will be made by submission of a Claim for Reimbursement for Petty Cash Expenditures.

4. Travel Directions

25X1

[REDACTED]

25X1

As an estimate, driving time from the Headquarters Building is approximately [REDACTED]

WARNING NOTICE
SENSITIVE INTELLIGENCE SOURCES
AND METHODS INVOLVED

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9. Social Hour

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Happy hour will be from close of business until the dinner hour on the 7th and 8th. will furnish drinks, chips, dips, etc., and you will be assessed later upon receipt of their billing.

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WORKSHOP ON BEHAVIORAL RESEARCH OBJECTIVES

Provisional Agenda*

THURSDAY, 7 FEBRUARY

1800-2200 Cocktails & Buffet: Getting Acquainted; Informal Discussion of Views on Modifying the General Approach or Specific Agenda Items

FRIDAY, 8 FEBRUARY

0900-0910 Welcome (ORD/Dr. 25X1

0910-0930 Administration (Agenda Changes) and Remarks on Workshop Perspectives and Aims (ORD/Mr. --Moderator) 25X1

0930-1040 The COMMUNICATIONS HURDLE: Participants' views on why we are here.

How does each perceive the functions and problems of behavioral research and applications in support of national security, policy, and intelligence goals?

0930-0950 The problem as seen by behavioral "researchers" (ORD, OD&E)

- Who are we serving?
- How do we "second-guess" the needs of our users?
- What are the intelligence research goals?
- Is what we're doing now going to be of any practical value?
- Are we fully aware of and able to exploit all related governmental or private research and capabilities?

0950-1020 The problem as seen by the behavioral intelligence "producers" (OSI, OTS, OMS, DD/I, and DD/O).

- How do we "second-guess" the intelligence users?

* Subject to modification on Thursday evening and Friday morning. Certain of the agenda terminology is given perspective in the frame-of-reference paper. The provocative questions cited in the "Communications Hurdle" panel were drafted by ORD and may be disavowed by those to whom they are attributed.

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Agenda (page 2)

- (0950-1020) - What do we need from the research group? Are there potential analytical tools we're not getting?
- Can we get useful feedback on what works and what doesn't?
- Are some of our problems more managerial than substantive?
- 1020-1040 The problem as seen by the behavioral intelligence "users" (Mr. Marshall, NSC participants, DD/O)
- What are the policy and negotiational dimensions?
- How do we "second-guess" the "opposition" and sharpen our support?
- Are our objectives in terms of understanding, predicting, and influencing human behavior well enough defined?
- How can we better utilize the almost limitless resources and potential of the United States?
- How can existing services be modified or improved?
- How can we best identify our future needs?
- 1040-1100 Break
- 1100-1215 General Discussion and Synthesis: If we now have a better appreciation of each other's perspectives, can we begin to reconstruct a common understanding of the salient problems and needs at all levels and in two time dimensions: immediate? and foreseeable future?
- 1215-1330 Lunch
- 1330-1500 Behavioral Research: A review of some on-going and immediately planned research programs in the life and behavioral sciences.
- Behavioral technology; assessment (ORD/Dr. Cianci)
- 25X1A - The PAS system; PAS support; Handwriting (OTS/BAB and ORD/Dr. Cianci)
- 25X1 - The [] and related programs (ORD/Dr. [])
- Decision-making and related modelling (ORD, [])
- 25X1

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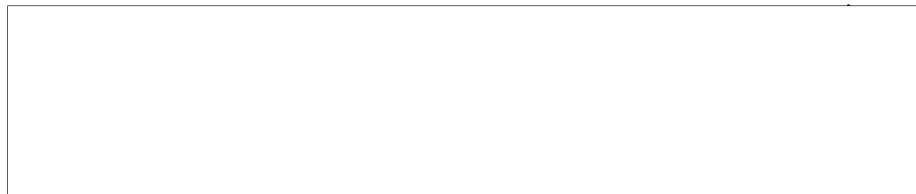
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Agenda (page 3)

1500-1515 Break

1515-1645 Behavioral Intelligence Collection, Analysis and Production: A review of existing programs and capabilities.

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1645-1715 Commentary on Usefulness and Potential Deficiencies of Technical Support (Mr. Marshall, NSC participants, DD/O) Followed by General Discussion

1715-1800 Break, Cocktails

1800-1930 Dinner

2000- A Case in Point: Reflections and insights on the SALT negotiations (ORD/Dr. Stevens) - General Discussion

SATURDAY, 9 FEBRUARY

0900-1015 General Discussion and Integration: Where do we go from here?

1. Substance:

- How can we improve existing capabilities?
- What additional capabilities are likely to be useful?
- What kinds of future research will be required?
 - a. Immediate
 - b. Mid-term
 - c. Long-range

1015-1030 Break

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Agenda (page 4)

1030-1130

2. Managerial Considerations:

- What steps should be taken to coordinate and improve existing capabilities and programs?
- What steps should be taken to coordinate and initiate the desired new programs of research?
- Do we have the actual tools to do the job? Specifically,
 - a. Does the research group have the flexibility and the resources: personnel, funds, access to technology?
 - b. Do the collectors and analysts have the mechanism to expand, improve, and integrate their approach as needed?
 - c. Can the users continue to refine and define their needs, and provide essential feedback to their support groups?
- 3. Has the workshop been of value? Enough to hold a future such meeting?

1130-1200

Summary and Conclusions (ORD/Dr. Stevens)

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POSSIBLE PERSPECTIVES FOR THE BEHAVIORAL WORKSHOP

The Workshop will bring together a diverse spectrum of disciplines, skills and experiences--all of them being used in highly specialized ways to serve precisely the same ultimate goals. Sometimes, because of our intense focus on the pragmatic problems we're being paid to solve each day, we tend to lose sight of that fact. Though we share the same "ends," our disparate functions and perspectives often cause us to describe them in different "means" terminology. The Workshop concept is most likely to succeed only if we begin with a common understanding of the broad issue which brings us together--one compatible with all our perspectives. As a starting point, we might consider the following goal:

To determine, in terms of our national security and policy objectives and the intelligence functions which support them, what our realistic needs and legitimate expectations are with respect to applications of the Life and Behavioral Sciences--and what research is required to narrow the needs-expectations gap.

That statement is not intended to confine the 7-9 February discussions. Nor, obviously, will it uproot those individual perspectives and concerns which sometimes obscure our communications with one another. That being the case, we propose to underscore those differences at the beginning of the Workshop (see "The Communications Hurdle") and then, having done so, attempt to synthesize common perceptions about what the critical needs, problems and potentials really are.

Living systems have certain characteristics which make their manipulation or exploitation often hazardous, their understanding and prediction sometimes inaccurate and their study at once fascinating and frustrating. Human behavior at the individual, group or social level is no exception. The richness and complexity of man, and his great variability are largely what enable him to blatantly defy rigid description, absolute forecasting and total control. This is true even under the best of circumstances. In the context of the intelligence problem, one could make the case that the assessment-prediction-control sequence would be all but impossible to effect. After all, we may have only the most indirect and sketchy information, often of doubtful validity, about our target. Furthermore, our means of influence, not to speak of control, may be extraordinarily tenuous, oblique or simply

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nonexistent. At the same time, our requirements for forecasting or modifying this man's behavior may be both explicit and far-reaching. The purpose of our behavioral research is to try to narrow this needs--capabilities gap.

Unfortunately, behavioral research is very complex and can become very very fuzzy. You can't just state a (seemingly) specific requirement like, "I want to read this guy's mind," and design a specific experiment, methodology or device to provide the solution. The "simple" question falls apart at once into a mass of semantics, definitions of conditions, experiential data and probabilities, and rapidly widens to include the whole arena of human behavior. Somewhere at the very far side of this same domain lie the research people, usually struggling with highly specific experiments, trying to determine, for instance, the brain's response to specific stimuli such as words of particular semantic content. The protocol is rigid and the measurements accurate. The results? Different for each run--even for words that are the same, or similar. Yet, with good computers and statistical techniques, it almost looks possible to draw from the brain waves, weak conclusions as to a subject's attitude towards different classes of words. On consideration, this work does indeed lead feebly in the direction of reading another man's mind, but the path towards that goal is, to say the least, labyrinthine.

For argument's sake, let's just say that we can learn to read a man's thoughts. Can we then necessarily predict his intentions or future actions? Or suggest how these might best be influenced to meet our desires? Or predict how he may interact with others in a group? Or how a large group, society or culture will behave? It would seem too much to ask. To a degree, of course, we can and do accomplish these things right now, but the processes are as much art as science. We have in being certain mechanisms for collecting and analyzing data, among them behavioral intelligence, for presentation to our policy makers, negotiators, and other users. Hopefully, they are even now useful. In that context, then, the goals of this workshop would appear to be quite simple: (1) to better define the users' present and expected needs; (2) to see how existing mechanisms might be improved, augmented or supplanted; (3) to identify what research might serve to support the first two objectives.

Even though we can not expect to eliminate the behavioral labyrinth in a day-and-a-half workshop, we do hope that this meeting will help us to define our research needs and suggest new approaches to the problem.

For purposes of this meeting we visualize three broad functional categories: (1) behavioral research; (2) behavioral intelligence production; and (3) behavioral intelligence exploitation. The three categories are not

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without overlap. For example, the DDO(*) is indeed a user of behavioral intelligence as well as a contributor to its production, through collection activities.

(1) Behavioral Research: The "researchers" (ORD, OD&E, OTS) are those responsible for staying abreast of significant basic research developments in the Life and Behavioral Sciences, for undertaking and guiding specific programs of research and for making the resulting techniques and devices available in forms appropriate for use by the intelligence community.

(2) Behavioral Intelligence Production: The "producers" (OSI, OTS, OMS, DDO and DDI) are those responsible for applying the existing techniques and capabilities in the collection, analysis and production of behavioral intelligence data in support of the national policies and objectives.

(3) Behavioral Intelligence Exploitation: The "users" (NSC, DDO) are those responsible for employing behavioral intelligence products in the direct pursuit of ultimate national objectives such as devising advantageous policies and stratagems vis a vis foreign powers or manipulating a negotiational partner.

NOTE: The questions listed under the "Communications Hurdle" section of the agenda are our own. They are presented as exemplars and may well be neither complete nor accurate representations of the problem as seen by other groups. We hope that everyone will give some thought to their needs, as well as to the common problem, before leaving for Warrenton.

* For the benefit of our guests: DDO=Deputy Directorate for Operations; ORD=Office of Research & Development; OSI=Office of Scientific Intelligence; OMS=Office of Medical Services; OTS=Office of Technical Services; DDI=Deputy Directorate for Intelligence; OD&E=Office of Development & Engineering.

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